

Kaiser Associates – Organizational Performance Values

Performance Value Categories

Examples

1. Personal manner – *what we consider acceptable, we believe represents excellence, and under what conditions we expect it*
 - Some organizations instinctively value *progressiveness and innovation* as opposed to *exercising caution and reducing risk*
 - Some organizations are *friendly and patient*, and others are *anxious and have a low tolerance for over-analysis*
 - Some organizations are *fast-paced and dynamic*, whereas others are *low-key, understated, and steady*
 2. Productivity and Work Pace – *what we expect in output, as well as how hard we expect the engine to run*
 - Some organizations tend to valorize *perfectionism*, whereas others emphasize getting the work out *efficiently* and moving on
 - Some organizations are *biased toward speed*, whereas others are more *deliberate and process driven*
 3. Priorities – *what matters most to us (and what matters next, and so on)*
 - Some organizations place *profit as the primary* objective, whereas others highlight a *portfolio of objectives*
 - Some organizations *listen very closely to customers*; others are so good at *influencing customers* that they listen more to internal functional strengths and their supply chain
 - Some are *more focused on cost*, and some are more *focused on revenue*
 4. Interaction – *how we interface with one another*
 - Some organizations are *highly competitive* and even cutthroat, whereas others naturally tend to be more *supportive or nurturing*
 - Some organizations tend to be more *forgiving* when mistakes are made, whereas others tend to be *uncompromising*
 5. Process – *how we process standard work and opportunities*
 - Some organizations are *disciplined* in their processes, whereas others tend to be *fluid*
 - Some organizations exhibit a strongly *hierarchical* mindset, whereas at others the spirit is more *democratic*
 - Some organizations drive change via *creating consensus*, whereas others drive change through *top-down directives*
 - Some organizations make decisions based on *hard facts*, whereas others make decisions by *instinct and gut feel*
 - Some organizations *leverage external resources* regularly, whereas others have a far greater *“not invented here”* attitude
 - Some organizations *develop from within*, whereas others *hire for the task at hand*
 6. Response – *how we respond to actions and surprises*
 - Some organizations are *great learning entities*, whereas others are highly *resistant to learning lessons*
 - Some are more *proactive and pioneering*, whereas some are more *reactive and fast (or slow) followers*
 - Some organizations *call all hands meetings when competitive news of merit develops*, whereas others hardly give it a mention and *maintain a quiet steady hand* (or remain blind and dumb)
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